

Change Leaders Conference

Overcoming Classic Breakdowns: How to set Up Your Transformation for Success from the Start

Dr. Linda Ackerman Anderson, Being First, Inc.

Date: September 30, 2020



OVERCOMING CLASSIC BREAKDOWNS: HOW TO SET UP YOUR TRANSFORMATION FOR SUCCESS FROM THE START

Presented by Dr. Linda Ackerman Anderson

September 30, 2020

LeadChange Conference

Being First, Inc.

The Center for Achieving Breakthrough

CLASSIC BREAKDOWNS WHEN LAUNCHING CHANGE

- ▶ Inadequate leadership alignment
- ▶ Absentee sponsorship, “Bless and Delegate”
- ▶ “Get me the best solution, fast!” Exclusive Content focus
- ▶ No compelling outcome or strategy
- ▶ Delegation to a project team with no clear authorities
- ▶ Locked into Scope, Schedule, Budget
- ▶ Absence of “people” expertise; no attention to culture, capacity, mindset





TRANSFORMATION IS
UNIQUE

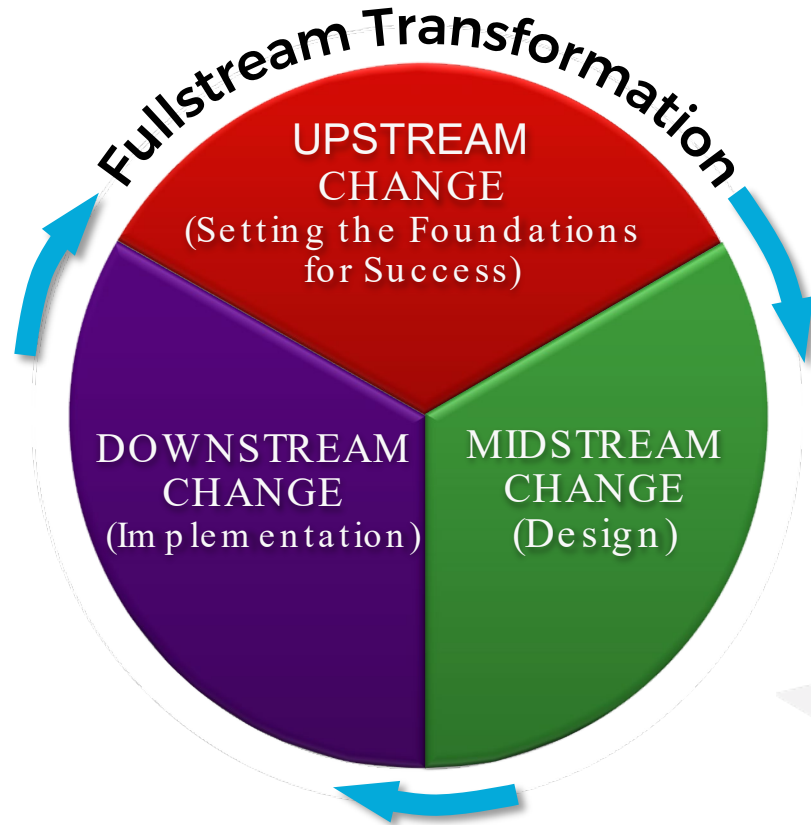
Not all change efforts are the same

Transformation requires unique strategies that project management and classic change management cannot satisfy

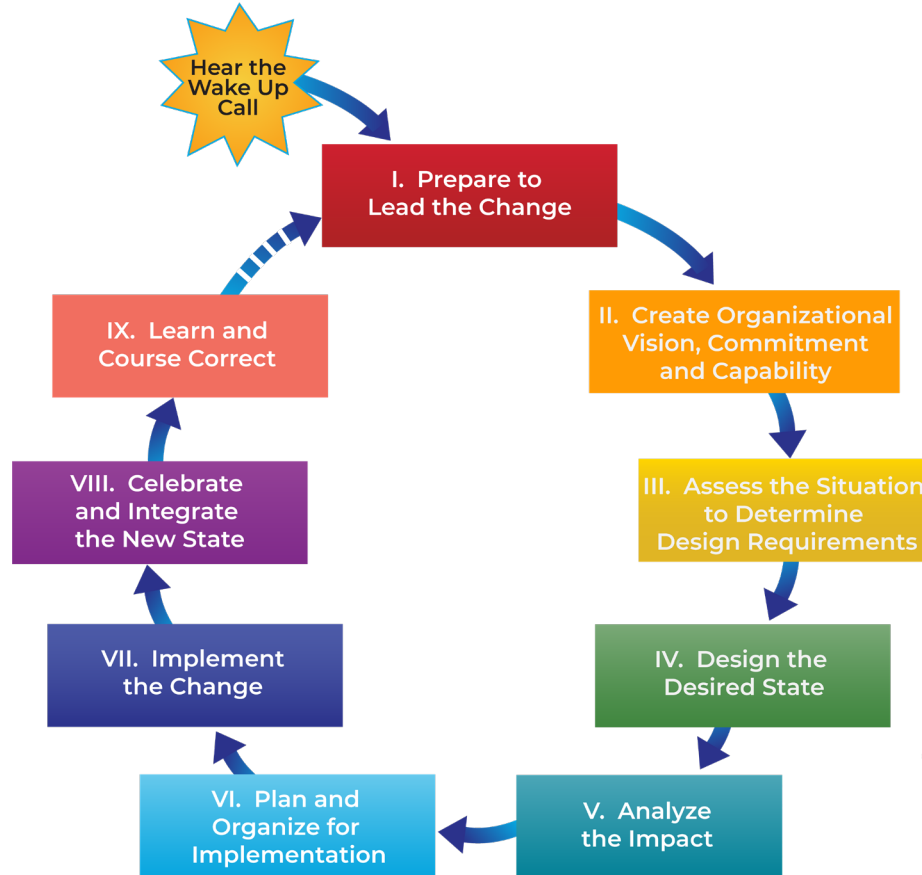
Transformation:

- ▶ Begins before outcome is clear
- ▶ Is emergent; Figure it out as you go
- ▶ Mindset and culture must change; leaders must transform to be models!
- ▶ No rigid timeline; rapid course correction key
- ▶ High stakeholder engagement
- ▶ Set up for success from the start!

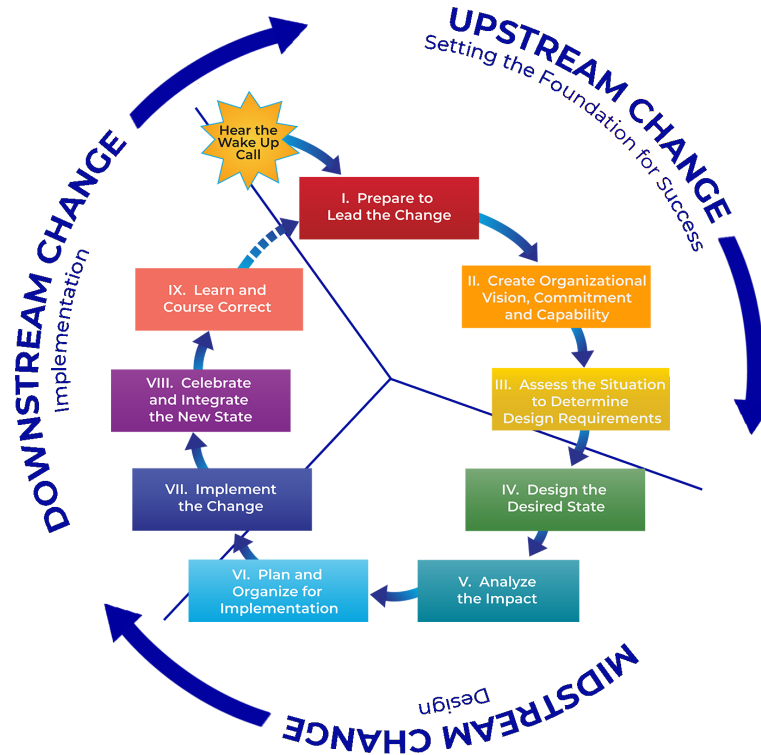
CHANGE IS A PROCESS



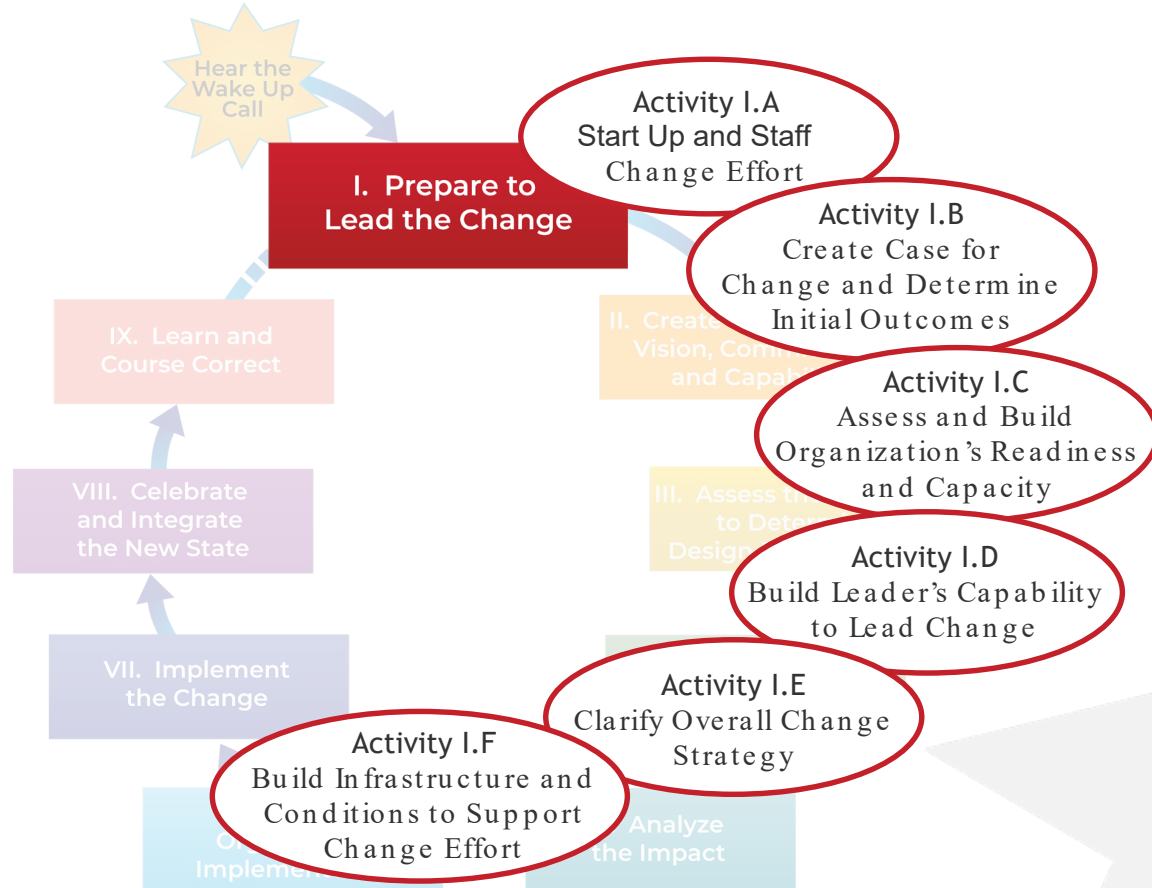
THE CHANGE LEADER'S ROADMAP®



THE CHANGE LEADER'S ROADMAP AS A FULLSTREAM PROCESS

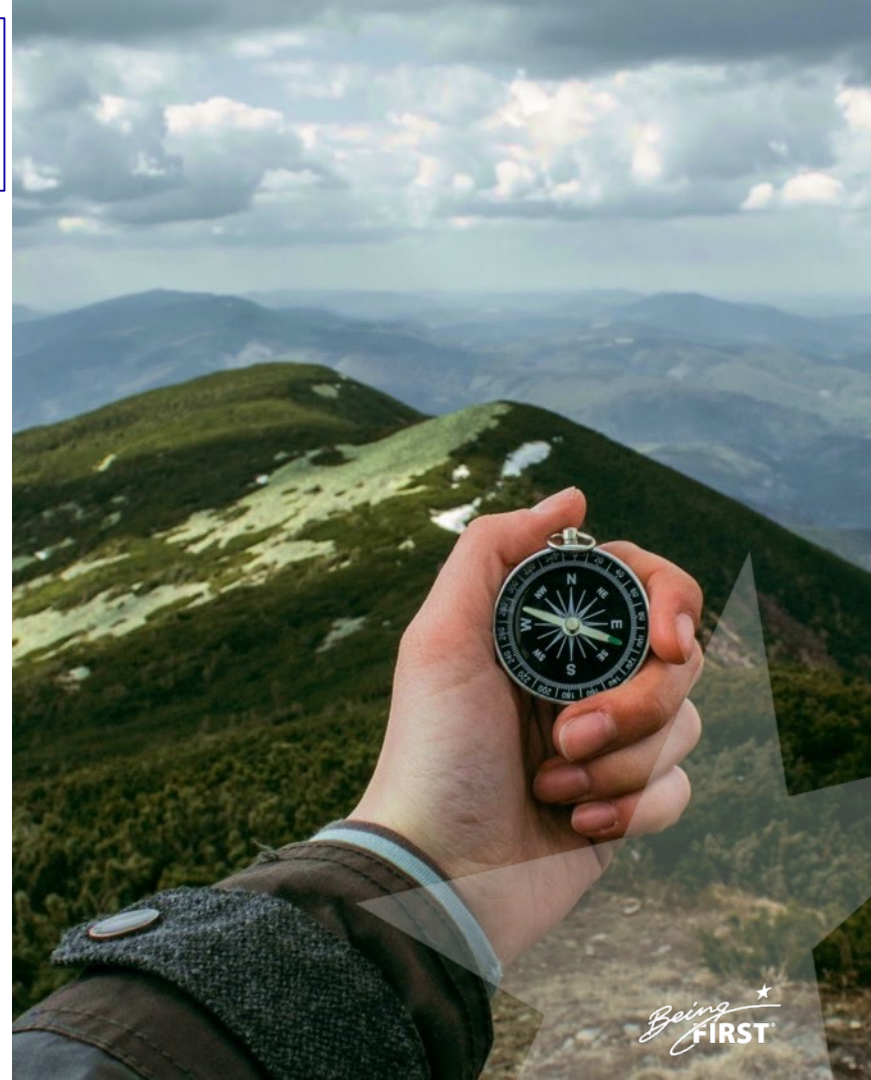


THE CHANGE LEADER'S ROADMAP PHASE I



KEY DECISIONS WHEN LAUNCHING TRANSFORMATION

- ▶ Leader alignment / development
- ▶ Sponsor sharing compelling outcomes
- ▶ Governance
- ▶ Case for Change
- ▶ Leaders and teams have change leadership capability, capacity
- ▶ Change strategy to guide plan
- ▶ Adequate conditions for success



LEADERSHIP ALIGNMENT AND DEVELOPMENT

- ▶ Who: Sponsor, peer executives, impacted leaders, change process/project leader
- ▶ Agreement to support outcomes, pace, resources, scope, conditions for success, new mindsets
- ▶ Demands on leaders during change process
- ▶ Importance of strategic oversight and navigation until sustained business benefits





COMPELLING
OUTCOMES

What will it take to generate understanding and motivation among project team members and stakeholders?

- ▶ Vision of the Desired Future State
- ▶ Relevance and meaning in the eyes of your stakeholders
- ▶ Assumption: Buy-in = Better Adoption
- ▶ Support to ensure stakeholder capability to succeed
- ▶ Strategy to get there!



CHANGE GOVERNANCE

- ▶ Change Leadership roles filled by most capable people with capacity to fulfill them
- ▶ Project team staffed with content specialists, “people” expertise, and process design skill
- ▶ Clear decision-making authorities
- ▶ Logical change structure
- ▶ Clear interface of change structure with operational governance

CASE FOR CHANGE

- ▶ Why change? What's possible here?
- ▶ How big is the transformation?
(magnitude, scope)
- ▶ Sponsor communicates to compel buy-in



CAPABILITY, CAPACITY, EXPECTATIONS

- ▶ Ensure sponsor, leaders, team have common mastery of how to lead the change to deliver results
- ▶ Review and generate capacity for time, attention, resources
- ▶ Set genuine expectations for raising and addressing tough issues and needs for course correction about scope, pace, culture...



CHANGE STRATEGY

Leader led; informs project planning

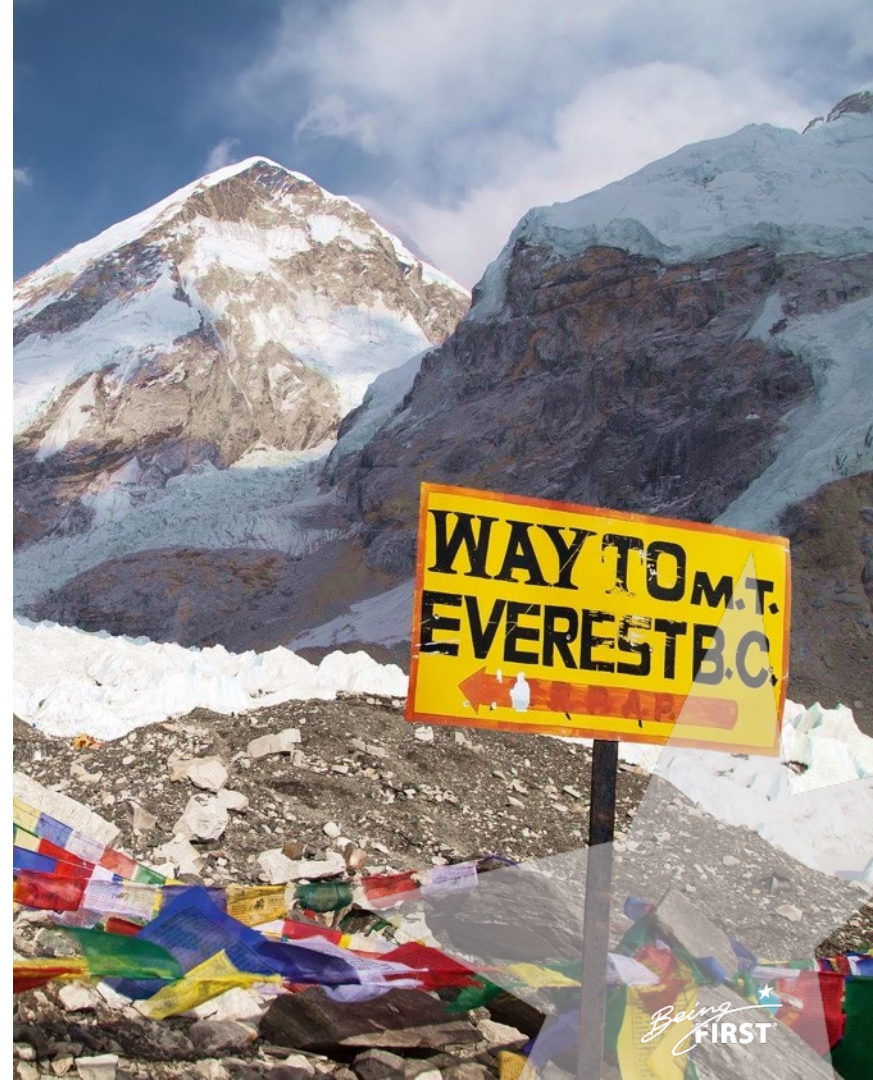
- ▶ Governance
- ▶ Priority of the transformation
- ▶ Multiple project integration strategy
- ▶ Stakeholder engagement and communications
- ▶ Resource estimates
- ▶ Milestone events and estimated timeline

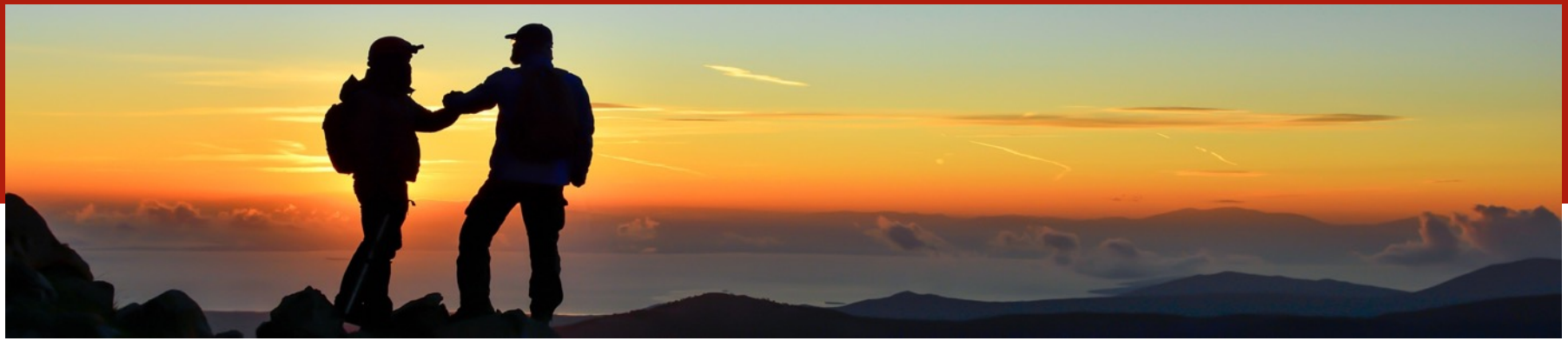


CONDITIONS FOR SUCCESS

Factors and requirements essential to your success, such as:

- ▶ Alignment to common vision
- ▶ Leaders visible models of mindset, behavior
- ▶ Feedback and course correction valued
- ▶ Collaborative relationships
- ▶ Impacted stakeholders engaged
- ▶ Communications has desired impact





UPSTREAM CHANGE DECISIONS ARE ESSENTIAL TO YOUR SUCCESS!

- ▶ Go Slow to Go Fast: This goes far beyond “make -work”
- ▶ Leaders need to understand and take on Upstream work
- ▶ Tailor the work to the magnitude of change
- ▶ Take a stand for Upstream work!

IMPLICATIONS AND QUESTIONS

What do you make of all this for your leadership and consulting?

QUESTIONS?

Free Resources at:

BeingFirst.com/LeadChange





Dr. Linda Ackerman Anderson

Lindasaa@BeingFirst.com

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ACHIEVE BREAKTHROUGH